

Message Text

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ORIGIN IO-10

INFO OCT-01 CIAE-00 CU-04 INR-07 NSAE-00 USIA-15 ISO-00

/037 R

DRAFTED BY IO/UNESCO:RDFORSTER:IO/UN/COR:GLANE

APPROVED BY IO:ROBLAKE

----- 016613

P 232235Z APR 75

FM SECSTATE WASHDC

TO AMEMBASSY PARIS PRIORITY

INFO USMISSION USUN NEW YORK PRIORITY

USMISSION GENEVA

7NCLAS STATE 093874

NESCO

E.O. 11652: N/A

TAGS: AORG, UNESCO

SUBJECT: GUIDANCE FOR 97TH UNESCO EXECUTIVE BOARD:
ITEM 3.1.1:FORM OF DG'S REPORT ON ACTIVITIES OF THE
ORGANIZATION

REF: DOCUMENT 97 EX/3

1. OUR BASIC CONCERN IS THAT DG'S REPORT BE CLOSELY RELATED TO C/5 AND C/4 PROGRAM/BUDGET DOCUMENTS AND THAT ALL THREE, TAKEN TOGETHER, COMPRISE BASIC BOARD AND GENERAL CONFERENCE PLANNING DOCUMENTS FOR BOTH BIENNIAL AND MEDIUM-TERM PERIODS. THIS IS CONSISTENT WITH POSITION REPEATEDLY EXPRESSED BY U.S. DURING PAST SEVERAL YEARS, THAT REPORT SHOULD NOT ONLY PROVIDE ARCHIVAL RECORD OF UNESCO'S ACTIVITIES BUT SERVE USEFUL PLANNING FUNCTION AS WELL.

2. IT FOLLOWS, THEREFORE, THAT: (A) REPORT SHOULD BE AVAILABLE AT EARLY STAGE OF PLANNING PROCESS, I.E. "EARLY UNCLASSIFIED

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IN FIRST YEAR OF BIENNIUM SO THAT IT COULD BE TAKEN INTO ACCOUNT IN PREPARING PROPOSALS FOR NEXT BIENNIUM" (PARA 8, PAGE 14 OF REFDOC). THIS MEANS THAT REPORT SHOULD BE SUBMITTED TO SPRING BOARD FOLLOWING GC. (AUTUMN

SESSION, AS SUGGESTED ANNEX III, WOULD BE TOO LATE TO INFLUENCE PREPARATION OF NEW C/5, WHICH, IN PRELIMINARY

FORM, WOULD BE PRESENTED TO SAME BOARD.) (B) "STRUCTURE OF REPORT SHOULD CORRESPOND AS CLOSELY AS POSSIBLE TO THAT OF APPROVED PROGRAMME AND BUDGET" (ANNEX I OF REFDOC). AT SAME TIME, IT SHOULD ALSO CORRESPOND CLOSELY TO C/4 FORMAT. IDEALLY, THEREFORE, ALL THREE DOCUMENTS (C/3,4,5) SHOULD BE ORGANIZED TO REFLECT ORGANIZATION'S NEW PROBLEM ORIENTATION, IN TERMS OF OBJECTIVES SET FORTH IN C/4. TO THESE, AS PROPOSED PARA 18 OF REFDOC, COULD BE ADDED FIVE OR SO CHAPTERS ON OPERATIONAL PROGRAMS, ADMINISTRATIVE AND ORGANIZATIONAL QUESTIONS OR EXTERNAL RELATIONS. (C) REPORT SHOULD PROVIDE ADEQUATELY DETAILED DATA TO ENABLE BOARD TO MAKE INDEPENDENT OBJECTIVE EVALUATIONS REFERRED TO BY DG IN PARA 13 OF REFDOC. THIS IS AN ESSENTIAL FUNCTION OF REPORT, NOT, AS IMPLIED BY PHRASE "TO SOME EXTENT" IN PARA 10, AN INCIDENTAL ONE. IN SHORT, WHATEVER EVALUATIONS ARE MADE BY SECRETARIAT'S TOP MANAGEMENT SHOULD BE ADEQUATELY DOCUMENTED BY REPORT TO ENABLE BOARD TO VERIFY DG'S CONCLUSIONS. IF TABLES ARE JUDICIOUSLY AND EFFECTIVELY EMPLOYED AND IF DUPLICATION OF MATERIAL IS ASSIDUOUSLY AVOIDED, THE SIZE OF A BIENNIAL REPORT NEED NOT BE MUCH GREATER THAN THAT OF A SINGLE ANNUAL REPORT. IN ANY CASE, PRIMARY OBJECTIVE SHOULD NOT BE AN ABSTRACT QUANTITATIVE TARGET BUT A FULLY EFFECTIVE REPORT. (AT SAME TIME, IT SHOULD BE STRESSED THAT THIS TYPE OF EVALUATION CAN ONLY COMPLEMENT AND NOT REPLACE INDEPENDENT EXTERNAL EVALUATION SYSTEM WHICH U. S. IS CURRENTLY PROPOSING TO AD HOC WORKING GROUP ON PROGRAM AND BUDGET MACHINERY ESTABLISHED BY DECISION OF 29TH GA.) (D) ON OTHER HAND, WE AGREE THAT REPORT SHOULD BE AESTHETICALLY PLEASING, AS CONCISE AS POSSIBLE AND EMINENTLY READABLE. REPORT SHOULD NOT BE ENCUMBERED WITH INFO. READILY OR SOON TO BE AVAILABLE ELSEWHERE. (IN THIS CONNECTION, PERMDEL'S ATTENTION IS INVITED TO THE WORK IN PROGRESS UNCLASSIFIED

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UNDER THE DIRECTION OF THE ACC'S INTERORGANIZATIONAL BOARD FOR INFORMATION SYSTEMS (IOB) ON DEVELOPING A COMMON REGISTER ON DEVELOPMENT ACTIVITIES (CORE). INITIATED BY U.S. CO-SPONSORED RESOLUTIONS AT THE 55TH AND 57TH SESSIONS OF ECOSOC, CORE, ACCORDING TO ECOSOC MANDATED GUIDELINES, WILL FULLY MEET THE OPERATIONAL PROGRAM INFORMATION REQUIREMENTS ALLUDED TO IN EX/3 (PAGE 4, PARA. C) TO FACILITATE THE DECISION-MAKING PROCESS IN GOVERNING BODIES. WE UNDERSTAND THAT 57TH ECOSOC RESOLUTION 1889 (LVII), INVITING UN SYSTEM AGENCIES TO PARTICIPATE IN CORE AND PROVIDE THE NECESSARY BUDGETARY SUPPORT, WAS FAVORABLY CONSIDERED BY THE 95TH UNESCO EXECUTIVE BOARD, WHICH INVITED THE DG TO

PARTICIPATE IN IOB DISCUSSIONS ON CORE WITH THE AIM OF
ACHIEVING A SYSTEM WHICH WOULD SERVE AS A MANAGEMENT

TOOL FOR DECISION-MAKING AND WOULD ALSO SERVE THE
INFORMATION NEEDS OF MEMBER STATES. ALTHOUGH THE DG DID
NOT ENVISAGE UNESCO INPUTS TO AND BENEFITS FROM CORE
UNTIL 1977-78, WE UNDERSTAND THAT HE HAS PREPARED AN
INTERIM PLAN OF ACTION WHICH WILL INTEGRATE CORE DATA
INTO UNESCO'S INTERNAL MANAGEMENT SYSTEM.)

3. IF SECRETARIAT IS PERSUADED THAT REPORT CAN (AND MUST)
PERFORM IMPORTANT, DYNAMIC PLANNING FUNCTION AND PRODUCES
A HIGH QUALITY PRODUCT, EXECUTIVE BOARD COULD WELL
DISPENSE WITH ITS SO-CALLED IN-DEPTH STUDIES OF SELECTED
TOPICS, WHICH HAVE GENERALLY BEEN DISAPPOINTING, AND
RELY ON REPORT TO PROVIDE SOLID BASIS FOR CRITICAL VETTING
OF ORGANIZATION'S ACHIEVEMENTS.

4. CONSIDERATION SHOULD ALSO BE GIVEN TO IDEA OF A
FOURTH DOCUMENT, PRODUCED EVERY SIX YEARS, WHICH WOULD
APPEAR PRIOR TO THE SPRING BOARD FOLLOWING THE SECOND
GENERAL CONFERENCE IN THE SIX-YEAR MEDIUM-TERM PLANNING
CYCLE, AND WOULD ENDEAVOR TO PULL TOGETHER AND ANALYZE,
WITHIN THE FRAMEWORK OF A SIX-YEAR TIME FRAME (PARTLY
TO REINFORCE THIS SPECIAL SIX-YEAR PERSPECTIVE), THE
EXPERIENCE GAINED DURING THE PRECEDING THREE BIENNIAL (THE
FIRST FOUR YEARS OF THE CURRENT MEDIUM-TERM FIXED PERIOD
AND THE LAST TWO YEARS OF THE PRECEDING ONE).
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ALTERNATIVELY, AND, ON BALANCE, PERHAPS MORE EFFECTIVELY,
THESE ASSESSMENTS COULD BE MADE AN INTEGRAL PART OF
THE SECOND OF THE THREE BIENNIAL REPORTS PREPARED DURING
EACH MEDIUM-TERM PERIOD. LATTER MIGHT WELL BE MORE
CONVENIENT MODE FOR PLANNING PURPOSES.

5. U. S. REPS. IN BOTH SPECIAL COMMITTEE AND EX BD
SHOULD DRAW UPON ABOVE IN SEEKING APPROPRIATE MODIFICA-
TIONS OF DRAFT RES. IN PARA 20 OF REFDOK, IN PARTICULAR:
IMPORTANCE OF EVALUATIONS OF ALL MAJOR PROBLEM AREAS AND
NOT JUST FOR A "LIMITED NUMBER OF CHAPTERS"; NEED FOR
A "PROBLEMS AND OBJECTIVES" FORMAT PER PARA 18; AND
IMPORTANCE OF HAVING REPORT SUBMITTED TO BOARD AT EARLY
STAGE I BIENNIAL PLANNING PROCESS (I.E. BY SPRING
BOARD OF YEAR FOLLOWING GENERAL CONFERENCE). KISSINGER

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Message Attributes

Automatic Decaptioning: X
Capture Date: 26 AUG 1999
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 23 APR 1975
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Authority: n/a
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 JAN 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1975STATE093874
Document Source: ADS
Document Unique ID: 00
Drafter: IO/UNESCO:RDFORSTER:IO/UN/COR:GLANE
Enclosure: n/a
Executive Order: N/A
Errors: n/a
Film Number: D750143-0102
From: STATE
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1975/newtext/t197504103/baaaahua.tel
Line Count: 158
Locator: TEXT ON-LINE, TEXT ON MICROFILM
Office: ORIGIN IO
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators:
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: n/a
Review Action: RELEASED, APPROVED
Review Authority: ShawDG
Review Comment: n/a
Review Content Flags:
Review Date: 07 JUL 2003
Review Event:
Review Exemptions: n/a
Review History: RELEASED <07 JUL 2003 by SilvaL0>; APPROVED <02 FEB 2004 by ShawDG>
Review Markings:

Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
05 JUL 2006

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: n/a
TAGS: AORG, UNESCO
To: PARIS INFO USUN N Y
GENEVA
Type: TE
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 05 JUL 2006